United Nations

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Chief Executives Board for Coordination

11 December 2012

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Second regular session of 2012
United Nations Headquarters, New York
8 November 2012

Summary of conclusions

I. Introduction

1. The second regular session of the United Nations System Chief Executives Board for Coordination (CEB) for 2012, chaired by the Secretary-General, was held at Headquarters in New York on Thursday, 8 November 2012. Owing to the impact of Hurricane Sandy, the regular session was postponed from the original dates of 2 and 3 November 2012, and the private meeting and retreat portion of the session were cancelled. CEB members at duty stations away from New York participated in the session via video and audio connections.

2. The Secretary-General opened the meeting by noting that the United Nations complex in New York had sustained serious damage from the hurricane to its communications and other infrastructure. This was a reminder of the United Nations system's own vulnerability in the face of extreme weather events, which were expected to increase in magnitude in coming years as a result of climate change. He noted that worldwide improvements in weather and climate modelling were critical in allowing for early preparation and response. The United Nations system, however, also needed to do more to ensure business continuity so as to provide the services that the world expected. He intended to consult with CEB members in the coming weeks to seek their views on how best to address this issue.

3. On behalf of the Board, the Secretary-General welcomed new members: Mr. Guy Ryder, Director General of the International Labour Office (ILO), and Dr. Jim Yong Kim, President of the World Bank, as well as new members of his delegation: Mr. Jan Eliasson, Deputy Secretary-General, and Mr. Yukio Takasu, Under-Secretary-General for Management.

4. Dr. Kim pointed out that working closely with the United Nations system on a common agenda under the leadership of the Secretary-General would be one of the priorities of his presidency. He suggested using CEB as a problem-solving tool for reviewing progress in the implementation of the Millennium Development Goals at the country level. Noting existing mechanisms for tracking Millennium Development Goals-related achievements, including the Millennium Development Goals Acceleration Framework, he proposed to review implementation of the

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Millennium Development Goals during the semi-annual meetings of CEB in order to identify and address challenges and bottlenecks in achieving results on the ground.

5. Ms. Helen Clark, Administrator, United Nations Development Programme (UNDP), and Chair, United Nations Development Group (UNDG), welcomed the proposal to devote a portion of each CEB session to discussing the implementation of the Millennium Development Goals. She noted that through the Millennium Development Goals Acceleration Framework, which was being implemented in more than 40 countries, the United Nations development system was already supporting acceleration efforts.

6. **CEB supported the proposal to include, in its semi-annual meetings, a review of the implementation of the Millennium Development Goals at the country level, in conjunction with the CEB retreat sessions.**

Agenda

7. The Board adopted the following agenda for its second regular session of 2012:

1. Adoption of the agenda.
2. Reports of the CEB high-level committees:
   (a) High-level Committee on Programmes, including Chairmanship of the Committee and Mr. Jarraud's briefing on UN-Water;
   (b) High-level Committee on Management;
   (c) United Nations Development Group.
3. Issues of system-wide concern: the rule of law at the national and international levels
4. Other matters:
   (a) Dates and venues of future CEB sessions;
   (b) Tribute to departing members.

II. Reports of CEB high-level committees

A. High-level Committee on Programmes

8. The Secretary-General acknowledged the work of the Committee on the follow-up to the United Nations Conference on Sustainable Development and the post-2015 development framework, themes of the CEB retreat session that had been cancelled. He encouraged the Committee to continue its important work before the Board's next session in Madrid.

9. He believed that the processes for preparing for the post-2015 United Nations development agenda, building on the current Millennium Development Goals framework and focusing on sustainable development, should eventually lead to the definition of a single and comprehensive framework with sustainable development at its core.

10. Advocating enhanced coherence and coordination, he stated that his Special Adviser on Post-2015 Development Planning along with the co-chairs of the United Nations System Task Team on the Post-2015 United Nations Development Agenda, UNDP and the Department of Economic and Social Affairs of the United Nations Secretariat, and the co-chairs of the UNDG MDG Task Force, UNDP and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), had agreed on a narrative and a visual outlining of the key actors and communication lines which would be shared with Board members after the current session.

11. The Secretary-General stressed his commitment to ensuring complementarity between the processes under his leadership, including the work of the High-level Panel of Eminent Persons on the Post-2015 Development Agenda, and those being led by Member States. He also encouraged CEB members to participate actively in the progress review of implementation of the Millennium Development Goals at the CEB first regular session of 2013.

12. Mr. Achim Steiner, Chair of the High-level Committee on Programmes (HLCP), introduced the report of the Committee on its 24th session, held at United Nations Headquarters in New York and the Greentree Estate in Manhasset from 3 to 5 October 2012. He stressed that throughout both the regular session and retreat (the first HLCP retreat held since 2005), the primary focus had been on how the Committee could provide greater support to CEB in ensuring a coherent post-Rio, post-2015 system-wide vision which would weave together the elements of sustainable development with those of human rights and peace and security.

13. Central to the discussion of the future United Nations development agenda was a reflection on the role of HLCP in assisting CEB in enhancing analytical and programmatic coherence and promoting convergence of agendas and narratives so as to reach a new understanding of development within the current global context. Mr. Steiner reported that HLCP felt that, in order to meet today's interlinked challenges, the United Nations system itself needed to change the way it did business, working better across its own structures and mandates, in service to "people and the planet".

14. He noted that the Committee's ongoing work programme related very much to the global landscape. He recalled that the Executive Director of the United Nations Population Fund (UNFPA), Mr. Babatunde Osotimehin, had drawn the Board's attention to the broad implications of a world of 7 billion people at its second regular session of 2011. Under the leadership of UNFPA, HLCP had established an ad hoc working group to mainstream population dynamics in the work of the United Nations system, with clear deliverables to be considered by CEB at its first regular session of 2013. This work was expected to contribute as well to the International Conference on Population and Development beyond 2014 and post-2015 processes. In addition, UNFPA and the International Organization for Migration (IOM), with support from the Department of Economic and Social Affairs, were working on an aligned system-wide process in preparation for the 2013 high-level dialogue of the General Assembly on international migration and development.

15. HLCP was also carrying forward critical work on the issue of climate change through a Working Group chaired by Ms. Elena Manaenkova of the World Meteorological Organization (WMO). This Group, which had supported the presence of the United Nations system at the annual climate conferences was one of

the best examples of inter-agency collaboration. The Working Group had launched a number of important efforts, including a new joint initiative, the Integrated Spatial Data for Climate Adaptation Planning, which aimed at establishing a common framework for vulnerability analysis using geographical information systems. The HLCP Chair referred to Hurricane Sandy as a painful reminder of the need to maintain a high focus on the United Nations system's collective efforts to support the Secretary-General in his leadership on climate action at the eighteenth Conference of the Parties to the United Nations Framework Convention on Climate Change and beyond.

16. Mr. Steiner noted that HLCP had considered the terms of reference of UN-Oceans and the review of the body by the Joint Inspection Unit (JIU). In view of ongoing discussions by Member States, the Committee had agreed to defer the final consideration by CEB of the terms of reference of UN-Oceans.

17. Mr. Steiner referred to another critical issue, cybersecurity and cybercrime, which had been brought to the attention of CEB at its first regular session of 2010 by Mr. Hamadoun Touré, Secretary-General of the International Telecommunication Union (ITU). ITU, in collaboration with the United Nations Office on Drugs and Crime (UNODC), had led work in HLCP in developing an approach focused on how the United Nations system should address threats to its own cybersecurity and how it could mainstream cybercrime and cybersecurity issues in its programme delivery. There was very much a sense, at the recent HLCP session, that the system needed to remain seriously engaged in this issue, particularly in the absence of a normative intergovernmental framework on cybersecurity. The Committee was expected to review a draft system-wide policy at its twenty-fifth session.

18. Finally, as part of the Committee's regular business, it considered implications of the ongoing quadrennial comprehensive policy review of operational activities for development, and contributed its views to UNDG on the management response to the independent evaluation of lessons learned from "Delivering as one", working in tandem with the High-level Committee on Management (HLCM).

19. Turning to the retreat portion of the HLCP session, Mr. Steiner informed the Board that the Committee had carefully reviewed its own role and focused on its value added in identifying and responding coherently to emerging global challenges that impacted on multilateralism and the position of the United Nations system in that context. He thanked the Deputy Secretary-General for having joined in a discussion on challenges where a principled and pragmatic United Nations system was fit for purpose, or could be best aligned to make a signal contribution to meet the evolving needs of all Member States. Looking closely at issues that impacted upon human security in all its dimensions, HLCP highlighted inequality, inequity and accountability among the priorities that warranted heightened consideration by the United Nations system over the next few years; indeed, these were issues that very much related to the rule of law. Mr. Steiner thanked the Vice-Chair, Mr. Elliott Harris of the International Monetary Fund (IMF), for his efforts in leading the development of a short issues note synthesizing the Committee's observations and findings, and putting forward proposals to strengthen collective work in strategic areas of system-wide concern. He looked forward to contributing many of these ideas within the context of the ongoing second phase review of the role and functioning of CEB.

20. **CEB took note of progress and endorsed the report of HLCP at its twenty-fourth session.**

Chairmanship of HLCP

21. **The Board confirmed the extension of the term of Mr. Achim Steiner, as Chair of HLCP, for another two years.**

22. Mr. Steiner thanked the Secretary-General and members of CEB for entrusting him with the stewardship of HLCP for a second two-year term. He felt greatly privileged to work with a group of people who were so committed to "thinking as one" and to supporting CEB in ensuring greater policy coherence on global issues.

Briefing by Mr. Michel Jarraud on UN-Water

23. Mr. Michel Jarraud, Secretary-General of the World Meteorological Organization, informed the Board of his offer, conveyed in writing to the United Nations Secretary-General, to ensure that all United Nations system offices had access to the official weather forecasting information and warnings of the relevant countries. His organization was also willing to assist in making sure that such warnings were properly integrated in risk management and risk reduction.

24. With regard to the work of UN-Water, which he chaired, Mr. Jarraud briefed the Board on recent developments related to the follow-up to the United Nations Conference on Sustainable Development, including the establishment of a group, coordinated by the World Health Organization (WHO), to work on the possible formulation of a water-related sustainable development goal, with specific attention to the defining of targets and indicators. He added that UN-Water was organizing the UNDG thematic consultations on water, under the leadership of the United Nations Children's Fund (UNICEF) and the Department of Economic and Social Affairs.

25. At the most recent meeting of UN-Water, held in August in Stockholm, members also agreed to promote all water-related publications under a single logo and without the other logos of participating United Nations organizations, in order to communicate the vision of the United Nations family delivering as one. Mr. Jarraud added that he was pleased with the level of coordination and cooperation between UN-Water and the United Nations Secretary-General's Advisory Board on Water.

26. Mr. Jarraud concluded by informing the Board that, in addition to the annual World Water Day on 22 March 2013, next year marked the International Year of Water Cooperation. The decision by the General Assembly to proclaim the theme of "international cooperation on water" provided an additional good opportunity for the United Nations system to illustrate how it was delivering as one. He thanked the United Nations Educational, Scientific and Cultural Organization (UNESCO) for coordinating that effort on behalf of the United Nations system in the coming year.

27. The Deputy Secretary-General added that in the lead-up to the 2015 deadline on the Millennium Development Goals, and given the priority accorded by the Secretary-General in his second term to water and sanitation, he was working on the issues and was looking forward to benefiting from the experience of, and working hand in hand with, UN-Water.

28. **The Secretary-General, on behalf of the Board, thanked Mr. Jarraud for his briefing. He noted that the General Assembly was planning a special event in conjunction with World Water Day on 22 March 2013 and urged UN-Water to closely coordinate with concerned parties.**

B. High-level Committee on Management

29. The Chair of HLCM, Mr. Francis Gurry, introduced the report of HLCM on its twenty-fourth session, held on 24 and 25 September 2012, in Washington, D.C., hosted by IMF.

30. Mr. Gurry thanked the Secretary-General and CEB for having offered him the opportunity to lead the Committee, and recognized the extraordinary array of experience and talent that gathers in this body, representing a precious asset, one that CEB can leverage to push forward its individual and collective management reform agendas.

31. The HLCM Chair acknowledged the differences among the organizations represented in the Committee — field- and headquarters-based, large and small, humanitarian and development, normative and operational. He also noted the enormous challenges imposed on the United Nations system by the rapidly changing external environment and by the ongoing reshaping of public functions in the world. In doing so, he stressed the value and the opportunity offered by HLCM to respond, as a system, to such pressures.

32. Before moving to his briefing on the key outcomes of the twenty-fourth session of HLCM, the Chair acknowledged the major contribution of the Under-Secretary-General for Safety and Security, Mr. Gregory Starr, in leading the complete overhaul and redesign of the United Nations security management system, completed by HLCM in follow-up to the recommendations of the Independent Panel on Safety and Security of United Nations Personnel and Premises Worldwide, and expressed his deep appreciation to Mr. Starr for his active and committed engagement in the work of HLCM, and for his inclusiveness, consensus-building and participatory approach.

33. The HLCM Chair informed the Board that the Committee had initiated a process leading to the development of its strategic plan over the next three to five years. The plan would be informed by the outcome of the quadrennial comprehensive policy review negotiations, and would in turn feed its results into the second phase of the CEB review. The strategic plan would be presented, discussed and finalized in the course of an ad hoc HLCM retreat, set for 14 and 15 January 2013, to be hosted by the United Nations System Staff College in Turin, Italy.

34. While undertaking this work, HLCM would have before it the Secretary-General's Five-year Action Agenda. In this respect, HLCM considered the Agenda "enabler" entitled "Strengthening the United Nations", to be at the core of its mandate. As the global management policy forum for the United Nations system, HLCM was keen on playing a key role in supporting the Secretary-General and CEB in achieving management policy and reform objectives that are shared by the entire United Nations system.

35. The Chair recalled that HLCM was leading the way in many areas of focus of the Secretary-General's Agenda, inter alia, staff mobility, joint procurement, simplification, common services, transparency and accountability.

36. As among the most remarkable achievements to date and currently ongoing initiatives, the HLCM Chair mentioned: the recently ratified Inter-organization Agreement concerning transfer, secondment or loan of staff among the organizations applying the United Nations common system of salaries and allowances; the agreement, by all organizations, on the mandatory right of return of resident coordinators to their home agencies and, to the extent possible, on the retention of grades received while serving as resident coordinators; the major savings already reaped from the spinoff projects originating from the feasibility study on common treasury services; the numerous initiatives launched in the area of joint procurement for vehicles, cargo insurance contracts, and cargo forwarding and storage; the launch of a vendor registration project which would increase access to United Nations procurement, particularly from developing countries; and the completion of the United Nations system-wide financial database and reporting system, providing a comprehensive image of the resources that are allocated to the United Nations system as a whole, where they come from, and where and how they are used.

37. Such tangible results had been achieved thanks to the leadership provided by many CEB member organizations. Concurrently, and in close coordination with UNDG, HLCM had dedicated considerable efforts and resources to assisting United Nations country teams in their aim to deliver as one, following up with the experiences, lessons learned and solutions that have been initiated to address bottlenecks at the country level, in order to develop and agree on system-wide solutions. This approach has ensured the alignment of country-level operations with the strategic directions and priorities at the policy level.

38. The HLCM Chair moved on to brief the Board on the actions taken by the Committee on a mandate originating from the Secretary-General's Policy Committee on 9 April 2012 on "Support to survivors of malicious acts and natural disasters and affected families": the undertaking of a stocktaking exercise, building on experiences across the United Nations system and drawing on feedback from survivors to identify best practices, gaps and problem areas; clarify scope; and identify and explore differences in eligibility and coverage for different categories of personnel.

39. The results from this exercise, as summarized in annex V to the HLCM report, showed that, when the event causing injury or death is of malicious nature, insurance coverage for United Nations system personnel, including non-staff personnel, is quite broad, although not fully uniform.

40. The stocktaking exercise also identified valuable best practices, including system-wide coordination and cooperation in the areas of staff counselling, medical support and security, or the memorial fund established in 2003 for United Nations civilian personnel who lost their lives in the line of duty, helping affected families with the payment of a grant to assist in the education of surviving children.

41. Results further indicated that, when the event causing death, injury or illness in the performance of official duties on behalf of the United Nations is, as in the case of a natural disaster, not of a malicious nature, there are also good provisions, but these are mostly applicable to staff members only.

42. The Chair expressed appreciation to UNDP for having agreed, in direct response to the Policy Committee requests, to take on the lead role in the Rapid Response Administration Personnel Team, an important instrument devised by HLCM which will complement the Emergency Preparedness and Support Team (EPST) in place at the United Nations Secretariat.

43. The HLCM Chair further indicated that a number of actions had been agreed by HLCM to fill the gaps identified, including broadening joint procurement of commercial insurance policies, in particular, and to the extent possible, for non-staff personnel.

44. The HLCM Chair continued informing the Board that, as several CEB member organizations had recently engaged in the development and adoption of internal control, accountability and risk management frameworks, the Committee had decided to conduct an initial discussion on internal control and risk management processes, with organizations sharing their experiences, challenges and successes in order to make best practices and lessons learned available to all interested organizations, and to start developing a collective view of the United Nations system on the matter. HLCM had agreed to take up this subject again more comprehensively in a thematic discussion at its twenty-fifth session.

45. Finally, the HLCM Chair recalled that, at its July 2012 session, the United Nations Joint Staff Pension Board had concluded that it was ready to increase the normal age of retirement for new participants of the Fund to 65 years, with effect not later than from 1 January 2014. The Board had considered that this was the priority among various other actions that could be taken by the Board to ensure the Fund's long-term sustainability. The HLCM Chair also mentioned that the International Civil Service Commission (ICSC) was conducting a review of the possibility, modalities and implications of applying the increased mandatory age to current staff members.

46. CEB member organizations would now need to launch the necessary processes within their respective governing bodies, as well as any organizational and procedural adjustments, to raise the mandatory age of separation to 65 years of age for new staff members, once the General Assembly had decided on this matter.

47. The Secretary-General then asked Mr. Starr to brief the Board on the outcome of discussions on staff safety and security at the twenty-fourth session of HLCM. Mr. Starr expressed appreciation to CEB for including this item in its agenda. As the United Nations continued to operate in more countries with serious security challenges, he recommended that safety and security of staff remain in the CEB agenda as a standing item.

48. Mr. Starr reported on the considerable progress made in the past four years in developing a professional United Nations security apparatus, built on the recommendations of the Brahimi report, which was ready to meet today's and future challenges. The United Nations security management system is now based on carefully developed and thoroughly vetted policies and procedures; security risk management is the guiding principle, not risk avoidance; the underlying vision is to enable the delivery of mandates and programmes; and programme implementation and staff safety and security are achieved by a sound process of assessments, analysis, security procedures, and security programme "buy-in" by the departments of the United Nations Secretariat and the agencies, funds and programmes.

49. Given the expectations of Member States and populations in need that the United Nations would be present in areas of strife, post-conflict, natural disasters, political upheavals and, now, in war-zone conditions, Mr. Starr indicated that the new security paradigm put in place was more necessary than ever for responding to the "how to stay" approach endorsed by CEB.

50. Mr. Starr noted that the changes instituted and implemented had allowed the United Nations to: continue and even expand operations in Iraq and Afghanistan; enable critical programme and mission support in Libya and the Syrian Arab Republic; enhance humanitarian access to Somalia and Yemen; support peacekeeping operations in Côte d'Ivoire, Darfur and the Democratic Republic of the Congo; and meet multiple challenges in other States including political change, natural disasters, and humanitarian emergencies.

51. Mr. Starr also warned that the advent of a professional, well-trained and resourced security apparatus did not mean that the United Nations system would not be heavily challenged, nor that it would always succeed in averting attacks and taking casualties. Indeed, the United Nations system was now facing targeted attacks not only in the traditional high-threat areas, but also in countries viewed in the past as existing at low- or moderate-risk levels. For this reason, the United Nations system would need to continue to make investments in robust security measures, armoured vehicles, and improved facilities and training, as well as in proper "due diligence", such as programme criticality reviews in highly dangerous locations. In that respect, it was critical to continue mainstreaming security requirements to ensure that they became an integral part of planning and programme implementation.

52. Mr. Starr concluded by saying that he had worked to fulfil his pledge to the Secretary-General and to the United Nations to improve and enhance the system's security programmes. He hoped that he had succeeded in this endeavour, cognizant that there was much work still to be done. He thanked CEB members for their support, candidness, open discussion, honesty and intellectual rigour.

53. **CEB took note of progress and endorsed the conclusions of HLCM at its twenty-fourth session.**

54. **Executive Heads:**

(a) **Affirmed their moral obligation to exercise their duty of care and to accelerate progress in ensuring comprehensive, sensitive, coordinated and consistent support to staff affected by critical incidents in the line of duty, as well as to their families;**

(b) **Stated their intent to build an organizational culture of care and compassion with respect to survivors and affected families.**

C. United Nations Development Group

55. The Vice-Chair of the United Nations Development Group (UNDG), Mr. Hans d'Orville (Assistant Director General, UNESCO), delivered the statement of the Group's Chair, Ms. Helen Clark, introducing the report of the UNDG meeting held on 19 September 2012. Noting that 2012 had provided a number of important opportunities to shape the work of the United Nations development system in the

years to come, the Chair highlighted the joint engagement of UNDG in the United Nations Conference on Sustainable Development, the fifth intergovernmental high-level conference on delivering as one in Tirana, and the deliberations on the post-2015 development agenda, as well as the quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations system.

56. With regard to the United Nations Conference on Sustainable Development, the Chair emphasized that the Conference had been an important milestone in putting the world on the path of sustainable development. In light of the scale of the voluntary commitments made at Rio, the presence of tens of thousands of non-State actors, and the engagement through social media of millions of people, this had been a United Nations summit like no other. The Chair highlighted that, going forward, such enthusiasm would need to continue to be mobilized around concrete actions for a more sustainable future. In her statement, the Chair noted that the outcome document was consistent with the "triple win" approach to advancing policies across all strands of sustainable development simultaneously, which the UNDG had been promoting. The Chair emphasized that UNDG was committed to sharing experience and best practice on triple-win approaches, including through South-South cooperation. The Chair further stressed that UNDG stood fully behind the Secretary-General's initiative to achieve "zero hunger", noting that this would require comprehensive cross-sectoral approaches of the kind that had been practised through the application of the Millennium Development Goals Acceleration Framework endorsed by UNDG.

57. Regarding the post-2015 development agenda, the Chair highlighted that UNDG was focused on helping Member States arrive at a unified set of concise, clear and measurable development goals that kept poverty reduction at their core, while at the same time recognizing and addressing broader sustainable development challenges. In her statement, the Chair emphasized that achieving the Millennium Development Goals remained the foremost responsibility and task of the United Nations development system and that the successor framework would need to be even more ambitious by aiming at the complete eradication of extreme poverty, not just reducing it by half. Against the background of a changing development landscape with many new stakeholders, building a clear, coherent and inspiring post-2015 development agenda would require wide and open consultations. In this regard, the Chair noted that UNDG had been jointly supporting (a) inclusive consultations in more than 50 countries on what the post-2015 agenda might look like, (b) 11 thematic consultations on issues ranging from governance to food security, which are important in framing the post-2015 development agenda and (c) discussion and position papers to inform and stimulate the debate.

58. With regard to the quadrennial comprehensive policy review, the Chair emphasized in her statement that in today's challenging global environment, an effective and results-oriented United Nations development system, responsive to country needs, was more important than ever and that the quadrennial comprehensive policy review could be instrumental in providing the United Nations with the mandate and support to play that role. In her statement, the Chair underlined that UNDG was committed to working with Member States to ensure that the quadrennial comprehensive policy review provided the mandate for maximizing the potential of a well-funded, coherent, responsive and effective United Nations development system. In her statement, the Chair noted that the United Nations system's strengths were grounded in its universality, convening power, and ability to leverage new partnerships in a world with an increased number

of development actors. Pointing to the need to embrace the growing diversity of these actors and find ways to work alongside them, the Chair stressed the need for the United Nations system to continue to address the weaknesses that fragmented approaches, competition, and outdated and complicated business approaches had generated. The Chair noted that the Secretary-General's report on the quadrennial comprehensive policy review contained a comprehensive set of recommendations to this effect. By speaking with one voice on the key issues of the quadrennial comprehensive policy review, the United Nations development system would stand a better chance of achieving a quadrennial comprehensive policy review that meets its needs. In this context, the Chair applauded the efforts by the Assistant Secretary-General-level UNDG Advisory Group to fashion common messages and positions on the quadrennial comprehensive policy review.

59. With regard to delivering as one, the Chair noted that UNDG had been closely involved in the preparation of the fifth intergovernmental high-level conference on delivering as one in Tirana. In her statement, the Chair thanked the Executive Director of the World Food Programme (WFP) and the Executive Director of UNFPA for their personal commitment to making the conference a success. The Chair highlighted that, at Tirana, second-generation countries adopting "Delivering as one" had again forcefully confirmed that the approach strengthened national ownership and leadership, reduced their transaction costs, aligned with their national strategies and plans, and positioned the United Nations development system to support major cross-cutting issues. The outcome document, entitled "The United Nations we want", requested the Secretary-General to mandate the UNDG Chair to lead on the development of guidance that would inform how United Nations country teams worked in countries that had voluntarily adopted "Delivering as one". In her statement, the Chair informed the Board that UNDG had embarked on this work under the leadership of UNFPA in collaboration with HLCM. The Chair emphasized that UNDG saw this as an important opportunity to make a leap forward in simplifying and harmonizing programming instruments, business practices and procedures, and strengthening horizontal lines of accountability. In her statement, the Chair informed the Board that UNDG would present a first report to Member States by the end of 2012.

60. In her statement, the Chair concluded by briefing the Board on the UNDG review of existing funding modalities in support of the resident coordinator system, including appropriate burden-sharing arrangements among relevant United Nations organizations. In 2011, the Economic and Social Council had requested UNDG to make recommendations on how to cost-share the extrabudgetary resources currently made available to support the resident coordinator system at the country level, over and above the backbone costs funded by UNDP. Noting that Member States had repeatedly expressed their wish to see a cost-sharing system put in place, the Chair underlined the importance and urgency of the successful outcome of the review. In her statement, the Chair informed the Board that an initial report had been prepared by an independent consultancy firm, which had presented a useful assessment of the functions, capacities, and funding modalities of the resident coordinator system. In particular, the report had found that the coordination role could be classified along 10 distinct functions, which needed to be performed in all countries, albeit with varying emphasis, and that funding for the resident coordinator system at global, regional and country levels had amounted to some $130 million in 2011, $91 million of which had been provided by UNDP. In her statement, the Chair noted that UNDG

was currently reviewing the findings of the report and would submit recommendations on how to improve the provision of resources and support to the resident coordinator system before the end of 2012. The Chair indicated that she would brief CEB on the final outcome of the UNDG review at its next meeting.

61. **The Board took note of progress and endorsed the UNDG report.**

III. Issues of system-wide concern: the rule of law at the national and international levels

62. Mr. Jan Eliasson, Deputy Secretary-General, briefed the Board on a major advance on the issue of the rule of law. At the high-level meeting of the General Assembly on the rule of law at the national and international levels, held on 24 September 2012, Member States unanimously adopted a Declaration which proclaimed that all persons, institutions and entities, public and private, including the State itself, are accountable to just, fair and equitable laws and are entitled without any discrimination, to equal protection of the law. The text further reaffirmed that the rule of law was upholding respect for human rights, as well as peace and security, and sustainable development.

63. Mr. Eliasson stressed that the impact of the rule of law went beyond legal frameworks and a functioning court system. It helped countries to develop norms, social practices and institutions that curbed the arbitrary exercise of political power and empowered people by providing access to public services, and by strengthening mechanisms to enforce their rights. As such, the rule of law played a dynamic and catalytic role in the development process and facilitated a multisectoral approach which integrated the three pillars of the United Nations.

64. He noted that the rule of law was a critical component of the work of the United Nations system and that many United Nations organizations were already active in its promotion and implementation. The Declaration on the rule of law recognized the work undertaken by the United Nations system and called on the system to ensure greater coordination and coherence, and to mainstream the rule of law into its programmes and activities. To enhance coordination regarding the rule of law, the Secretary-General had established, in 2006, the Rule of Law Coordination and Resource Group, which was chaired by the Deputy Secretary-General and brought together the Department of Political Affairs, the Department of Peacekeeping Operations, the Office of the United Nations High Commissioner for Human Rights, the Office of Legal Affairs, UNDP, the Office of the United Nations High Commissioner for Refugees, UNICEF, UN-Women and UNODC to strengthen system-wide coordination of the rule of law. Mr. Eliasson suggested that the Group might be widened, which was warmly welcomed by several CEB members.

65. Mr. Eliasson further reported that, at the occasion of the high-level meeting on the rule of law, more than 250 pledges aimed at strengthening the rule of law were made by Member States. Member States also requested that the rule of law be considered in the post-2015 development agenda. CEB was invited to reflect on (a) how to best integrate the rule of law into the post-2015 development agenda; and (b) effective ways for the United Nations system, including country teams, to support the implementation of the pledges already made, and to encourage additional pledges.

66. In the ensuing discussion, CEB members concurred that a strong link existed between the rule of law and the sustainable development agenda and that the rule of law was critical for achieving human security. Many CEB members pointed to existing normative frameworks that provided the mandate and guidance for their organizations' work, including the Convention on the Rights of the Child and the United Nations Convention on the Law of the Sea. One member even indicated that its organization's constitution made an explicit reference to the rule of law. United Nations system organizations were already actively engaged in supporting Member States in the implementation of the rule of law, including in areas of crime prevention and criminal justice, environmental law, the right to education, freedom of expression and safety of journalists, the right to scientific progress, the protection of cultural and natural heritage, the fight against illicit import, export and trafficking of cultural property, urban planning, and access to health services. Women's access to justice was seen as a priority area and gender needed to be systematically mainstreamed into all aspects of work on the rule of law. Members also stressed the importance of the issue of enforcement of laws at the international level. The Chair of HLCP conveyed to CEB the Committee's strong support for including the issue of the rule of law in its rolling agenda and contributing to efforts towards seeking coherence and coordination among United Nations system organizations regarding the rule of law.

67. The Secretary-General intervened to underline how important the role of education is and commended the Director General of UNESCO for her leadership in the field of education.

68. Regarding the integration of the rule of law in the post-2015 development agenda, CEB members favoured the mainstreaming of rule of law indicators across a number of goals or targets in the post-2015 development agenda.

69. **The Board thanked the Deputy Secretary-General for his briefing. It welcomed an initiative to enhance coherence and coordination among United Nations system organizations on the rule of law and supported the integration of the rule of law in the post-2015 development agenda. It requested HLCP to take up this issue at its twenty-fifth session.**

IV. Other matters

A. Dates and venues of future sessions

70. Further to earlier consultations, the Board confirmed the dates of Friday and Saturday, 5 and 6 April 2013, for the holding of the first regular session of CEB in 2013, and thanked the World Tourism Organization which would be hosting the session in Madrid.

71. CEB members would be consulted shortly on the dates of its second regular session of 2013, to be held at United Nations Headquarters in New York.

B. Tribute to departing members

72. The Secretary-General, on behalf of CEB, paid tribute to Mr. Edouard Dayan, departing Director General of the Universal Postal Union (UPU). He thanked

Mr. Dayan for his dynamic leadership and strong commitment to the work of the United Nations system, which had been clearly demonstrated through the UPU initiative, "Addressing the world campaign: an address for everyone".

73. The Secretary-General commended Mr. Dayan for promoting a greener and more sustainable postal sector and strengthening its role as a facilitator of trade and financial inclusion. He concluded by thanking the Director General for all that he had accomplished in improving the quality of postal services worldwide, and wished him the very best in his future endeavours.

74. Mr. Dayan expressed his appreciation to the Secretary-General and members of CEB for their contributions to the work of UPU and for their guidance to him personally. The many partnerships and joint projects with United Nations system organizations had indeed helped transform UPU. At the 25th Universal Postal Congress, which had met in Doha from 24 September to 15 October 2012, member countries approved the work of UPU in such areas as climate change, the environment and sustainable development, security issues, migration, rural development, the information society, trade development and internationalization of markets, social and labour issues, and financial inclusion — all of it made possible thanks to the platform for exchange and coordination provided by CEB. He also thanked his colleagues for their insights and sharing of best practices related to institutional governance and resource management.

75. Mr. Dayan added that he had been privileged to host the first regular session of 2008 of CEB in Bern, which was a reflection of his commitment to strengthening ties between UPU and the United Nations system. Stressing that unity of effort was necessary for the United Nations system to be effective, he was convinced that his successor and his new deputy, taking up their positions in January 2013, would maintain and strengthen the relationships that had been built. He thanked the sherpas and the CEB secretariat, with whom he had the pleasure of working since 2005, for their vital system-wide role, and wished his colleagues the very best in their professional and personal lives.